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# A person-centred co-design approach to advancing facilitation

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# Skilled facilitation is key to the success of practice development.

- The success of PD is largely dependent on effective facilitation in developing the individual, team and organisational attributes identified as essential for effective workplace cultures (Manley, 2004)
- Processes involved in developing facilitation expertise demanded by transformational practice development is best achieved with a critical and creative approach (Crisp & Wilson, 2011)
- Help stakeholders to integrate continuous spirals of planning-action-evaluation-learning through the key steps of a practice development journey (Titchen, Dewing & Manley, 2013)

# Facilitation centres on co-producing knowledge

- Using critical reflection
- Using critical conversation
- Supporting learning in and about practice

CLOSE COUSINS  
& AUNTIES  
KRISTAL  
DARRELL  
ADRIAN  
ALISSA  
SHANNON  
CONNIE  
BARBARA

SCHOOL  
SANDRA  
JO  
LEANE  
PHIL  
KELLY  
CATHERINE  
NATE  
VICKI  
MARY  
RACHEL

NATHAN'S FAMILY  
ROBERT  
BROOKLYN  
JONATHAN  
SIMON  
MOSES

GIN  
SEAN  
SHERRON  
TONY  
MAKE  
PAT  
MICHAEL  
PAUL  
DEAN  
SARAH  
SHARON  
BETH  
MARY  
VICKI  
DIONNE  
GARY  
RACHEL  
KRISTY  
TARA  
SANDRA  
LEANE  
CREANNE

FRANKIE  
JESSICA  
DARRELL  
KATE  
JOHN  
SARAH  
SARAH  
SARAH  
MARY  
VICKI  
DIONNE  
GARY  
RACHEL  
KRISTY  
CLAIRE  
JANE  
LIZ  
RENAE  
BRIGGITTA  
KATIE  
DAYNE  
DENNY

MORE  
RENAE  
BIC  
KATIE  
BRIGGITTA  
MARTINA  
ANNE  
CHELSE  
MICHELLE  
KYLEE  
NARIE  
TRUDE  
GINNOM  
NARIE  
CATHY  
JOANNE  
LIZ  
HELEN  
JANE  
CLAIRE



# How do facilitators themselves further develop their skills, strengthen their theoretical knowledge, evaluate their own facilitation and advance the art and science of facilitation practice?

- Working with facilitators in propositional stage (Crisp & Wilson, 2011)
- Thinking critically and strategically
- Working with Person-Centred Practice Framework
  - Considering context and self (van Lieshout, 2017)
  - Preparation
  - Flexibility
  - Reflection and Reflexivity



# The International Practice Development Collaborative (IPDC) initiative



- The need for an Advanced Facilitation Course
- Formation of a working party in 2017 to develop the course

## **Learning Outcomes**

- Develop deeper awareness of self and others in person-centred ways of working;
- Demonstrate and apply advanced knowledge of theoretical principles underpinning person-centeredness, critical social science & facilitation practice;
- Use theoretical principles to underpin holistic facilitation practice across a range of different practice contexts reflexively;
- Evaluate effectiveness and impact of facilitation practice across a spectrum of contexts and complexity;
- Contribute to advancing the Practice Development paradigm;
- Become Critical Companions for the IPDC.

## **Pilot program tested UOW late 2017**

- 12 participants recruited program to run 2 days Oct/1 day Dec/1 day Feb

## **2<sup>nd</sup> Program 2018/2019**

- 16 participants – same format as the pilot program

## **3<sup>rd</sup> & 4<sup>th</sup> Programs being scheduled for 2019/20**

- UOW & South Australia



# Person-centred co-design

- Participants are active in creative development – all people are creative and own their learning, bringing different perspectives to design and innovation direction
- Participants established their learning objectives for the course on day 1, some examples being:
  - Building theory and knowledge around theories of facilitation
  - Shaping the future
  - Understanding the drivers to enable flourishing
  - Capturing evidence to measure culture change
  - Engage the managers/leaders to understand the value of PD work
  - Critical companion model – being and doing
- Days 3 and 4 were co-designed between the team and the participants
- Use of personal portfolio and encouraging participants to document their learning and 'moments'



# The first 2 Days (pre reading and learning activity required)

## DAY 1 PROGRAM THURSDAY 19<sup>TH</sup> OCTOBER 2017

Time	Topic
0900-1030	<ul style="list-style-type: none"> <li>Introduce self, using creative representation from preparatory work</li> <li>Develop a facilitation critique list</li> <li>Learning Objectives</li> <li>Ways of Working</li> </ul>
1030-1100	<ul style="list-style-type: none"> <li>Morning Tea</li> </ul>
1100-1300	<ul style="list-style-type: none"> <li>Active learning group                             <ul style="list-style-type: none"> <li>Setting up the learning space</li> <li>Socratic dialogue (facilitation, person centeredness and PD)</li> </ul> </li> </ul>
1300-1330	Lunch
1330-1430	<ul style="list-style-type: none"> <li>Facilitation demonstration - using coaching model</li> <li>Critique using facilitation list (as above) and facilitation standards (Manley et al 2015)</li> <li>Deconstruct</li> </ul>
1430-1545 (include tea/coffee)	<ul style="list-style-type: none"> <li>Person Centred Framework &amp; Principles</li> <li>Practice Development Concepts</li> <li>Principles of Reflexivity</li> <li>Evaluation – making the links                             <ul style="list-style-type: none"> <li>What do participants use currently</li> </ul> </li> </ul>
1545-1600	<ul style="list-style-type: none"> <li>Evaluation of the day</li> </ul>

Reflective journal and learning portfolio - part of the program

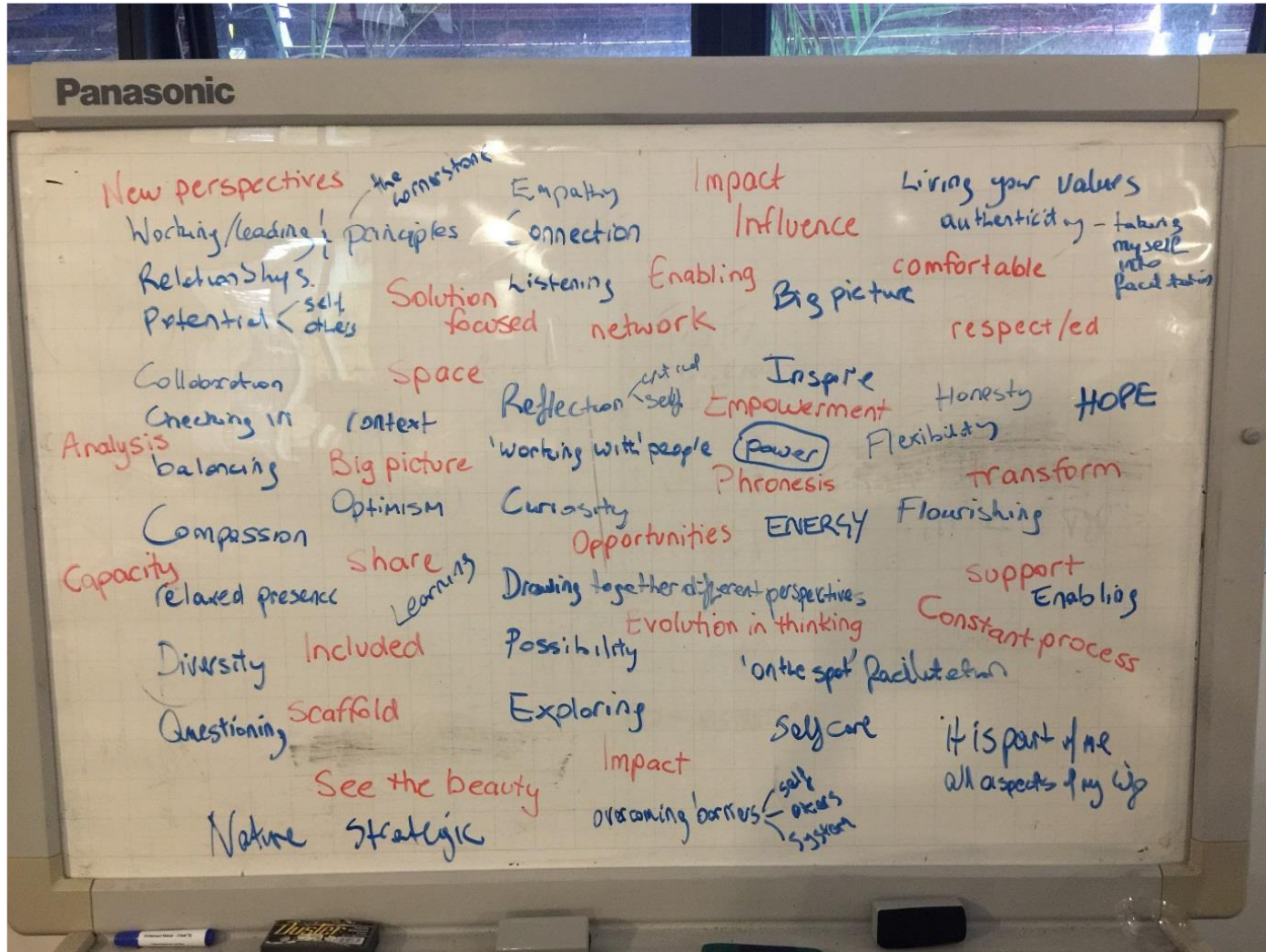
## DAY 2 PROGRAM FRIDAY 20<sup>TH</sup> OCTOBER 2017

Time	Topic
0900-0915	<ul style="list-style-type: none"> <li>Opening activity</li> </ul>
0915-1030	<ul style="list-style-type: none"> <li>Active learning group                             <ul style="list-style-type: none"> <li>Socratic dialogue (Critical Social Sciences and PD)</li> </ul> </li> </ul>
1030-1050	<ul style="list-style-type: none"> <li>Morning Tea</li> </ul>
1050-1200	<ul style="list-style-type: none"> <li>Facilitation demonstration - critical companionship model                             <ul style="list-style-type: none"> <li>Critique using facilitation list (as above) and facilitation standards (Manley et al 2015)</li> <li>Deconstruct</li> <li>Relating to own facilitation</li> </ul> </li> </ul>
1200-1300	<ul style="list-style-type: none"> <li>Active learning group – exploring facilitation</li> </ul>
1300-1345	<ul style="list-style-type: none"> <li>Lunch &amp; Reflective walk</li> </ul>
1345-1515	<ul style="list-style-type: none"> <li>Communicative space                             <ul style="list-style-type: none"> <li>Share learning around 3 topics</li> <li>Bring in additional theory/practice knowledge as required</li> </ul> </li> </ul>
1515-1545 (tea/coffee)	<ul style="list-style-type: none"> <li>Co-design of Day 3</li> <li>Actions for workplace, ongoing learning and portfolios</li> </ul>
1545-1600	<ul style="list-style-type: none"> <li>Evaluation and Closing activity</li> </ul>

Learning activities undertaken between face to face days

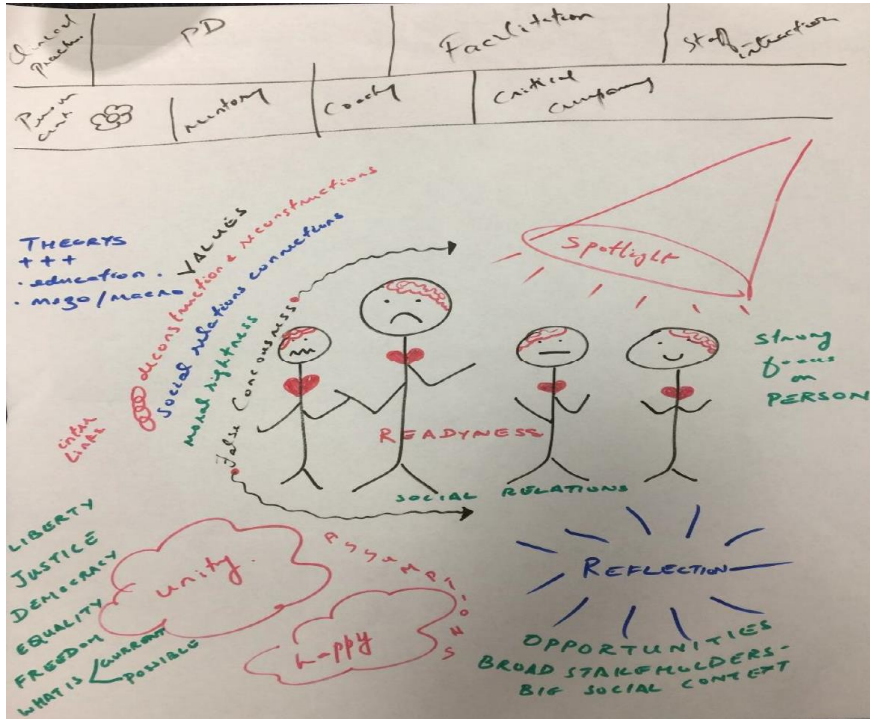
Same first two days of the program ran in 2018

# Person-centred development





# Person-centred implementation

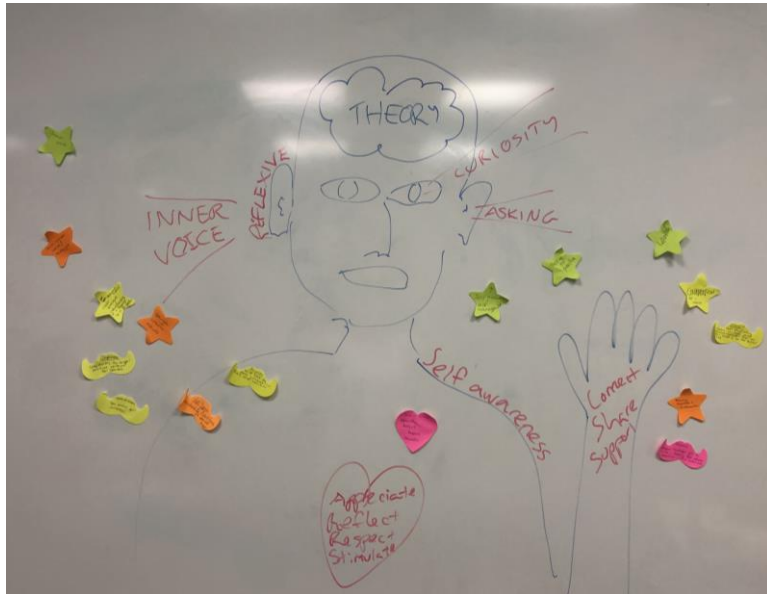


# Implementation – theories of person-centredness



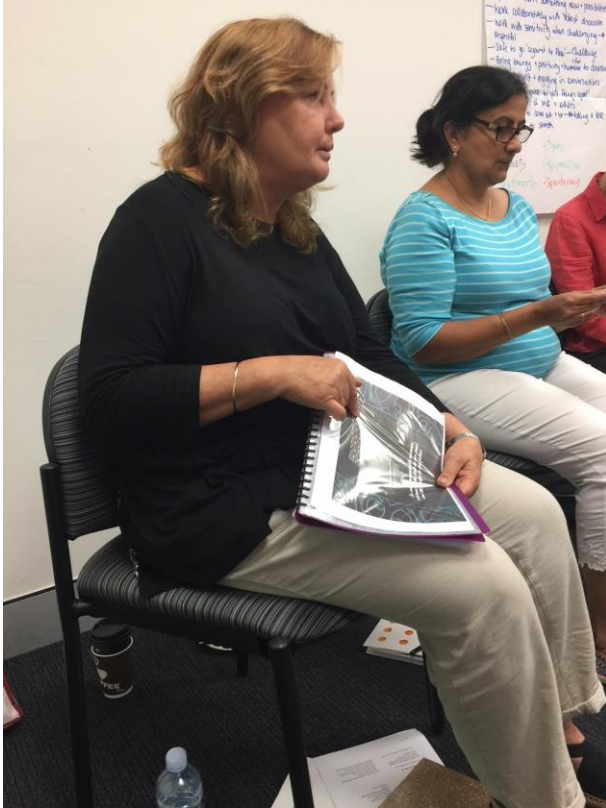
Focus on facilitating an individual's authenticity so full potential can be realised (McCormack & McCance, 2017).

# Implementation – theories of critical social theory



Knowledge is structured by existing sets of social relations  
(Fay, 1987)

# Implementation – theories of facilitation



- Facilitation is an art
- Knowing intuitively when to use specific strategies and theoretical underpinnings (Manley et al., 2015)



# The role of critical reflection

- Reflection Models
- Reflecting at a deeper level
- Insights into self

*We do not learn from experience... we learn from reflecting on experience* (John Dewey)



# The Co-Design Day 3



Active Learning Session Day  
3

Co Design	Session outline December 7 <sup>th</sup> 2017	Time requested
<b>Introduction</b>	Welcome and negotiation for how the day will proceed	
<b>Active learning (follow up on challenges) PP, KA, &amp; MP</b>	Active learning (follow up on challenges) Managing our inner dialogue (emotions) Tools- show and tell Creative approaches to enabling 'stories'	40 minutes
<b>Q &amp; A – (wins and spectacular fails – what is our learning) CW &amp; KG</b>	Intention: A shared experience to assist each other with reflection, learning and development from our individual experiences of facilitation. Objectives: <ul style="list-style-type: none"> <li>Identify the elements and feelings that contributed to successful and less-than-successful facilitation experiences</li> <li>Co-facilitate each other develop insight and understanding regarding the elements and feelings associated with successful facilitation.</li> </ul>	75 minutes
<b>Facilitation practice and feedback JR &amp; CA</b>	Intention: <ul style="list-style-type: none"> <li>Contextualise the spatiality of technical nursing/practice work in the care practice milieu</li> <li>Reflect on the collision of 'Heart' and 'Mind' in the care environment <ul style="list-style-type: none"> <li>Mind: Technical aspects of work</li> <li>Heart: the events happening to people/persons in the care environment</li> </ul> </li> </ul> Objectives: Provide space for participants to reflect on: <ol style="list-style-type: none"> <li>Their beliefs/values/personal history determining their care in the practice environment AND/OR</li> <li>The duality of the practice environment – our workspace is a mark on someone's personal history</li> </ol>	Approx 40 minutes?
<b>Strategic ST &amp; SD</b>	Focus is on links between facilitation and improving safety and quality.	45 minutes
<b>Critical reflection – how do you achieve this SN-C, DE &amp; ML</b>	Objectives: <ul style="list-style-type: none"> <li>Introduce an appreciative process to explore our shared understanding of CR and link this to literature</li> <li>Engage in a creative process which supports CR</li> <li>Explore the linkage between CR and PD</li> <li>Explore the linkage between CR and PCC</li> </ul>	60 minutes
<b>Closure &amp; Evaluation</b>	Reflect on the learning, the process and the outcomes of the day. Action moving forward.	



# Day 4.....



Start of the final day reflection what has been happening since we last met

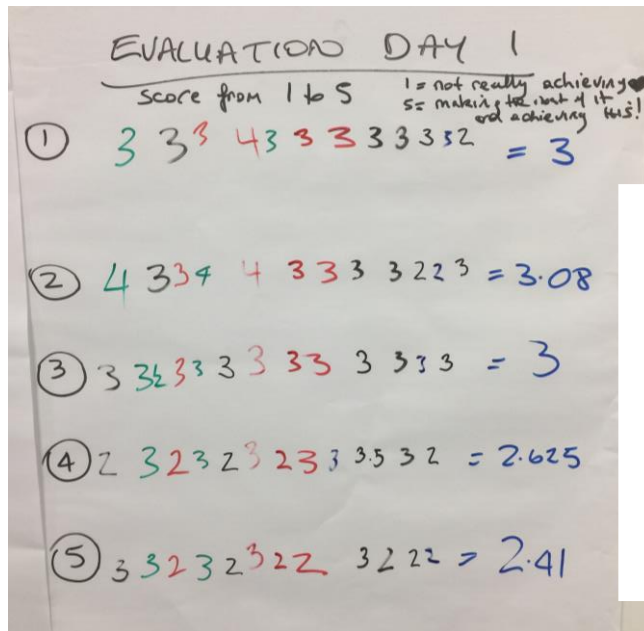
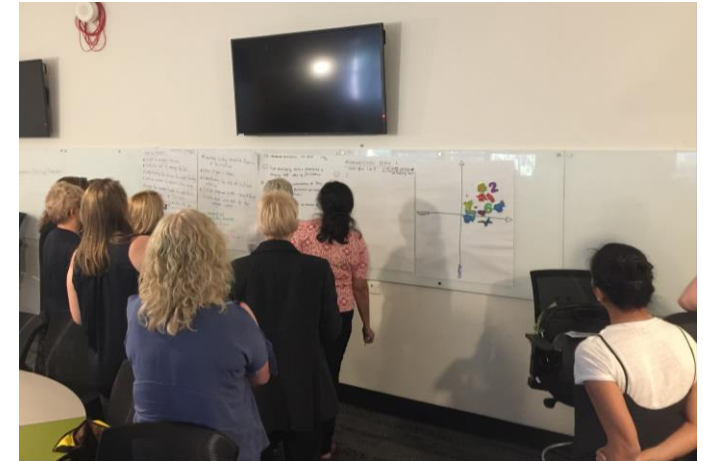
## DAY 4 PROGRAM MONDAY 18<sup>TH</sup> FEBRUARY 2019

Time	Topic	Facilitator
09.00-10.30	Reconnecting <ul style="list-style-type: none"> <li>Building on 'reflexivity' in the moment changes – facilitate in the moment</li> <li>How to engage people who appear to be disengaged</li> </ul>	Ms Annette Solman CE HETI
10.30-11.00	Morning Tea	
11-12.00	An Exploration of Developing Skilled Facilitation within Transformational Practice Development in Healthcare <ul style="list-style-type: none"> <li>Listening to the saboteur/sage</li> <li>Managing the self in complex situations</li> </ul>	Dr Margaret Kelly ACI
12-12.45	Active Learning Groups (ALG) Include evaluation of your facilitation – facilitation standards, tools, feedback	Bekk & Val
12.45-13.15	Lunch	
13.15-14.15	<ul style="list-style-type: none"> <li>Linking theory to practice</li> <li>Learning what has worked/not worked in facilitation – tools, tips, trick</li> </ul>	Karen Tuqiri DON TWH
14.15-15.00	Active Learning Groups Recap, feedback and where to from here	Bekk & Val
15.00-15.30	Develop Learning outcomes for each ALG	All participants
15.30-16.00	Prepare presentation of learning Present Learning & closure of learning space Critical Companions IPDC Presentation of Certificates Evaluation	Bekk & Val
16.00	Celebration with Cheese & Wine & Farewell	



# Evaluation

- Quantitative and qualitative
  - Challenge/support matrix
  - Aligning a number to each learning outcome
  - Follow-up survey 3 months post course



Advanced Facilitation Course 2017/2018 follow-up

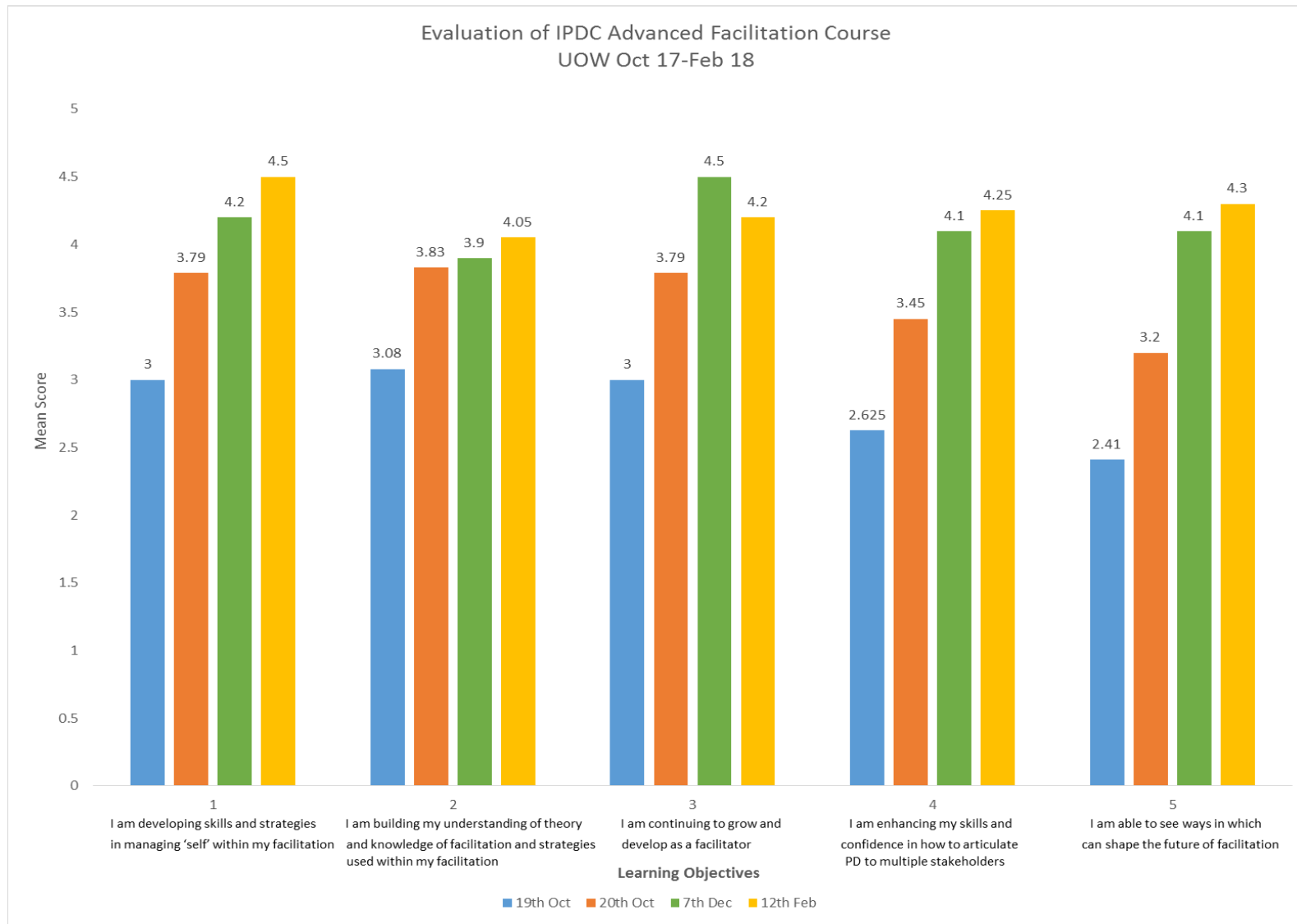
Q1 Can you outline the progress you have made in securing a critical companion.

Answered: 7 Skipped: 0

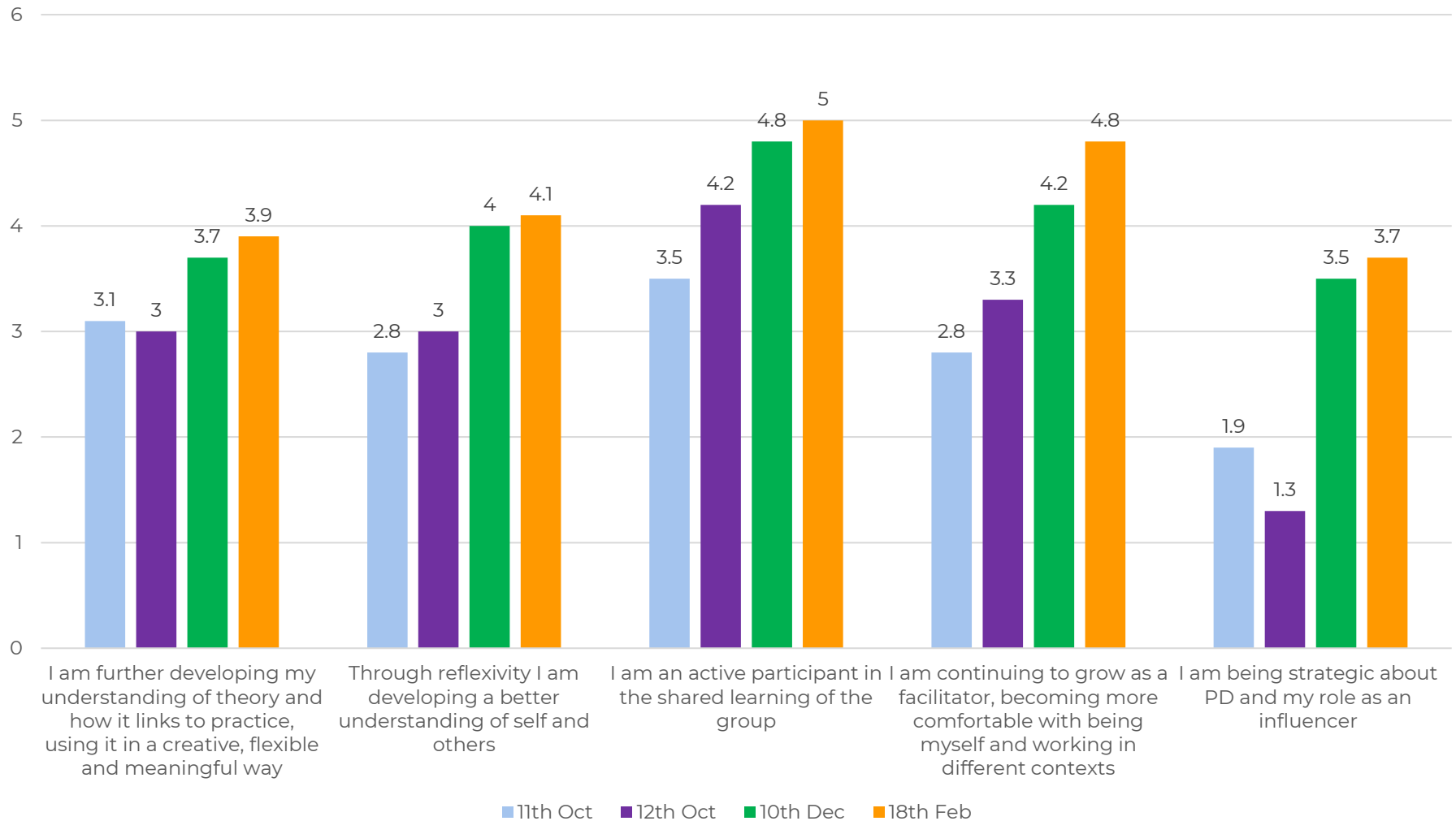
#	RESPONSES	DATE
1	stalled :(	5/9/2018 2:49 PM
2	I have found this challenging, however have made an approach to someone local for some aspects, they have a different context and I would be keen to seek availability of someone for virtual discussions.	4/26/2018 9:58 AM
3	I spent quite a lot of time (9 weeks) thinking about what I would like from a CC, how I could see it	4/24/2018 4:54 PM



# Evaluation – experiences of those participating



## Evaluation of IPDC Advanced Facilitation Course UOW 2018/19



# Evaluation 2018 (2019 evaluation currently underway)

## experiences of those participating

### ***Reflection and increasing awareness***

- increased level of self-reflection
- awareness of inner dialogue
- analysed the facilitation standards at a personal level- how I practice them, my strengths, what I want to work on, what is automatic and why

### ***Sharing my learning with others***

- shared my learning and literature with others, especially around critical companionship
- shared facilitation standards with others

### ***Critical companions***

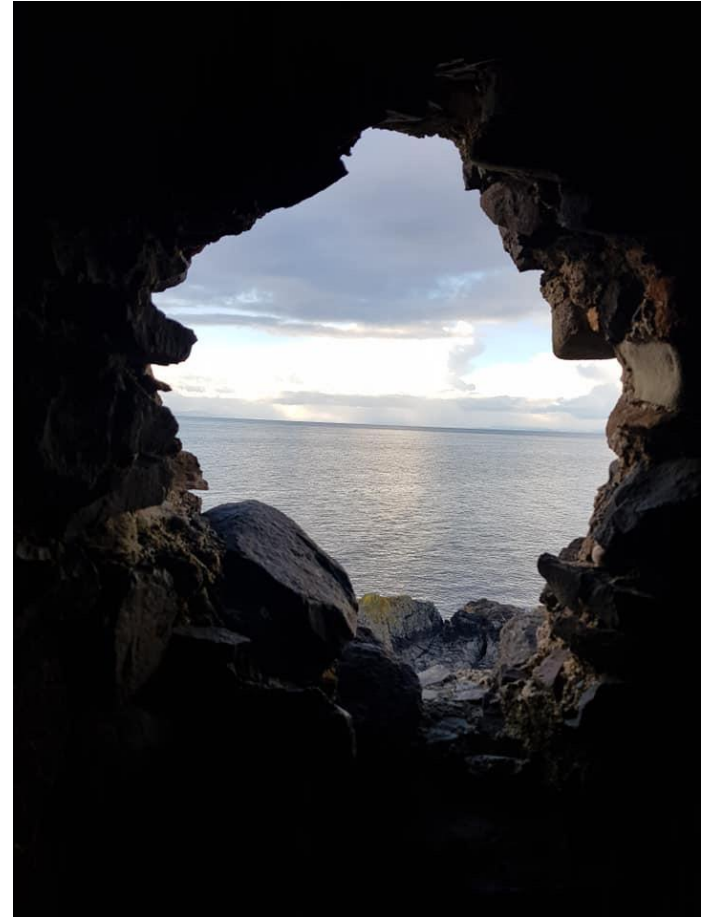
- have found a critical companion and arranged to meet monthly with them
- shift in my head with my critical companion
- the challenge to find a critical companion - what approach is best? What do I want?

### ***Working with others***

- 1:1 meeting with executives to discuss roles, approaches etc.
- used tools from course with break throughs occurring
- use of poems

# Evaluation – experiences of those facilitating

- Program was successful and the 2:1:1 format worked well
- Small groups 6-8 participants to 1 facilitator worked very well
- Co-design principles enhanced engagement and taking responsibility for own learning
- Learning portfolios enhanced overall outcomes for participants
- Exposure to facilitators working in strategic positions added value
- Flourishing for all
- Run the course yearly at UOW and running the course interstate
- Support colleagues in Europe to run the course (UK, Switzerland, Netherlands, Norway)





# Final thoughts from the participants...

*Undertaking this learning with a diverse group of participants using a co-design approach has given me a sense of assurance and confidence about my own skills and way of practicing as a leader. The facilitation approach has long been my authentic stroke however I have often felt I am paddling on my own. In developing the models that I am using in my work I am giving voice to the mandate I carry to facilitate development that grows and equips a person centred workforce reflecting our actual population needs.*  
P2

*The 2 first days were great as it allowed some submersion in the concepts & allowed a concentrated time to get to know & trust each other. The following separate days were spread out enough to allow time to try out & practice the concepts and 'do homework' that we could then reflect on & bring back to the group the next time we met. I would have liked 1 more day to extend ourselves a little further- but I wonder if I just want that because the group was great, the experience truly worthwhile and was concentrating on me and my development!! It was also an environment that challenged and extended me (us) and that is rare to find in my workplace & many others too I would imagine.*P3



# UOW



Inaugural IPDC Advanced School 2017/18

IPDC Advanced School 2018/19



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